ADMINISTRATIVE -

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Executive Registry
77-9796

2 8 OCT 1977

MEMORANDUM FOR: Director of Central Intelligence

FROM: Michael J. Malanick
       Acting Deputy Director for Administration

SUBJECT: Invitation to Address Midcareer Course
          No. 59

1. Action Requested:

    a. We would like you to be a speaker in Midcareer
Course No. 59 on Friday, 9 December 1977, from 1530 to
approximately 1630. This will be during the fourth
week of our five-week course. The DCI Conference Room
7D-64, Headquarters, has been reserved for this occasion.

    b. You are also invited to attend the class
reception in the Executive Dining Room on Thursday,
15 December, from 1730-1930. This is an opportunity
for the spouses of the Midcareerists to meet each other
and some of the Agency's senior officials.

2. Background: The Midcareer Course is composed of
31 mid-level professional intelligence officers from all
parts of the Agency. The grade range of the members is from
GS-12 to GS-14; their average age is 39 years; and most have
been with the Agency about 13 years. The course consists of
three phases: The Agency, The Intelligence Community, and
World or International Affairs, respectively. A segment of
the course is devoted to a Midcareer Project; this is the
preparation of a paper from selected topics or questions to
be submitted at the completion of the course (time is set
aside during the course for preparation of the paper).
Attached are the topics or questions that will be suggested
for this running of the Midcareer Course. Any of these
topics or others that you are personally concerned with and
would choose to task the class with, would greatly be
appreciated by both the class and staff.

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     3.   Recommendation: I recommend you accept these invitations.

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Michael /D. Malanick
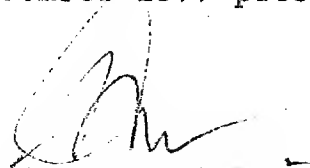
Attachment:
  Dissertational Topics

APPROVED: (for 9 December 1977 presentation)

_____   3 NOV 1977
   Director of Central Intelligence   Date

APPROVED: (for 15 December 1977 reception)

_____   _____
   Director of Central Intelligence   Date

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DISSERTATIONAL TOPICS

Midcareer Course No. 59

1.   The Executive Advisory Group has asked each Directorate to examine its method of personnel evaluation. Individuals within each Directorate are looking primarily at the Fitness Report, but are able to include other aspects of evaluation such as the Letter of Instruction, career panels and career boards, and comparative rankings within grade. What suggestions would you make concerning personal evaluation methods and procedures?

2.   How can we improve the coordination of all collection requirements within the Community, the Agency, and overseas? How do we reduce or hold within acceptable limits the duplication in intelligence collection? For example, what should Chief of Station responsibility be for SIGINT activities in his area? What should be his command, tasking, and guidance responsibilities for activities which are funded and manned by the Directorate of Science and Technology and National Security Agency?

3.   What are the major emotional and psychological stresses on Agency personnel and particularly on employees and their families serving overseas? Do our counterparts in private industry operate under equally stressful conditions? How heavy are stresses on persons actively engaged in operational activity; e.g., case officers and Office of Technical Service techs? How heavy is the stress on their families? What can be done to alleviate stresses on our personnel here and overseas? Should there be more careful screening for particular assignments?

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5.   In the current environment of public interest in the Agency and stringent Congressional oversight of Agency programs and activities, many officers perceive a risk in being too creative, eager, imaginative, or advocating change. Additionally, we are all being asked to do more with less-- time, money, and people. Will we allow the pace of work and a sense of playing it safe to engender a fear of doing something innovative on our own and will our supervisors (under pressures to exercise total control) be unwilling to take the risks involved? Is this our present condition, and/or will it be in the future? What can the supervisors at various levels do to deter this and to establish an office climate that encourages initiative and innovation while preserving necessary controls? What should the Agency do to spread and encourage the right climate?

6.   Do we have adequate channels for constructive dissent within the Agency or must one "go public" to be heard? What are the available informal and formal channels for dissent? Are they being used effectively? Can they be improved, for example, to meet problems of confidentiality? If there are inadequate channels, what new ones should be added? Where should these channels be located (i.e., in Office or Directorate levels, or both?) and how should they operate?

7.   What is the impact of the growth of centralized management in the CIA? Specifically, how has increased centralized management affected the autonomy and self-reliance of line components, the quantity of paper flow, the relative size of staffs as opposed to line positions, and efficiency and responsiveness in general? Where will the trend lead? Should it continue?

8.   How do you perceive morale in the Agency today? What steps could Agency leadership take to improve morale?

9.   In your perception, are foreign language skills in the various Agency components adequate for accomplishing our mission? How effective is the Agency's Language Incentive Awards Program? What actions, if any, should the Agency take to improve foreign language skills?

10.   This is the anniversary of CIA. Thirty years ago last 26 July, President Truman signed the National Security Act of 1947 by which CIA was given statutory existence.

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But, it was 30 years ago on 18 September that the Agency came into being. Anniversaries are times for looking back-ward and forward. How would you assess the Agency on its 30th birthday and what does the future hold for the CIA?

11.   How open should CIA become with the public and what specifically is to be gained by this openness? For example, is Project [   ] a good idea and should it be continued and, if so, how?

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